Department of Veterans Affairs

Memorandum

Date: MAR 29 2010

From: Assistant Secretary for Information and Technology (005)

Subj.: Project Management Accountability System (PMAS) Guide (WebCIMS 452376)

To: See List Below

1. Effective immediately, the PMAS Guide will be followed by all qualifying projects that deliver new functionality or enhance existing systems. In the event there is a conflict with previously issued VA or OI&T guidance or publications, this PMAS Guide will take precedence.

2. The PMAS Guide provides guidance for planning, management control, processes, roles and responsibilities for VA IT projects under PMAS. This Guide in concert with ProPath, which contains artifact formats and procedures, provides the direction and procedures that must be adhered to for successful IT project management within the VA.

3. We are applying the agile process to the PMAS Guide as well and within the next six months will release version 2.0. As we continually strive to improve project management effectiveness, users are invited to provide their operational insights in sending comments and suggested improvements regarding the PMAS Guide version1.0. Please forward your input to the IT Program Management Oversight & Assessment Office (005E6) within the next 90 days for coordination and consideration, via the PLTIB Secretariat email at: PLTIBSecretariat@va.gov.

Roger W. Baker

Attachment:
Project Management Accountability System (PMAS) Guide V1.0

Addressees:
Principal Deputy Assistant Secretary for Information and Technology (005A)
Deputy Assistant Secretary for IT Resource Management (005F)
Deputy Assistant Secretary for Information Protection & Risk Management (005R)
Deputy CIO for IT Enterprise Strategy, Policy, Plans, and Programs (005E)
Deputy CIO for Enterprise Development (005Q)
Deputy CIO for Enterprise Operations and Field Development (005OP)
Executive Director for Quality, Performance, and Oversight (005X)

Department of Veteran Affairs
Office of Information and Technology

Project Management Accountability System (PMAS) Guide

PMAS Guide v1.0
17 March 2010

Approval for Project Management Accountability System (PMAS) Guide
Effective immediately, the PMAS Guide will be followed by all OI&T qualifying projects that deliver new functionality or enhance existing systems. In the event there is a conflict with previously issued VA or OI&T guidance or publications, the PMAS Guide will take precedence.

The PMAS Guide provides guidance for planning, management control, processes, roles and responsibilities for VA IT projects under PMAS. This Guide in concert with ProPath, which contains artifact formats and procedures, provides the direction and procedures that must be adhered to for successful IT project management within the VA.

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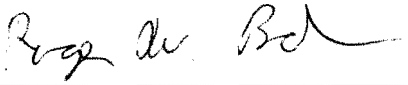
Approved by:



MAR 29 2010

Roger W. Baker Date
Assistant Secretary for Information and Technology
Department of Veterans Affairs

RECORD OF CHANGES

Version	Date	Comments
1.0		Initial Release

CONTENTS

1.0 Purpose

Secretary Shinseki has identified Information Technology (IT) as a critical capability and resource for achieving the President's vision of a 21st Century Department of Veterans Affairs (VA). Improving management of development projects and the delivery of critical functionality to customers is an important step in the efforts to transform the VA IT organization into one of the best in the federal government.

Prior to 2009, the VA experienced significant IT development and delivery difficulties. In response, the VA reviewed over 280 projects. Approximately 20% of these projects exhibited serious problems including schedule slippage greater than 13 months, with cost exceeding 50% of initial estimates. Many projects also exhibited insufficient available resources needed to complete the project.

On June 19, 2009, the Assistant Secretary for Information and Technology (AS/IT) announced a substantial change in the way IT projects are planned and managed at the VA. This new process, the Project Management Accountability System (PMAS), is designed to reduce risks; institute monitoring, controlling and reporting discipline; and establish accountability. PMAS requires that all IT projects use incremental product build methods to focus on near-term, assured delivery of new capabilities to customers. PMAS is intended to create an environment that guarantees the customer, project team, vendors and all stakeholders working on a project are aligned by a single compelling measure – achieving the next delivery milestone.

This document provides guidance for planning, management control, processes, and roles and responsibilities of VA IT projects with respect to the conduct of PMAS.

2.0 PMAS Overview

2.1 PMAS Description

PMAS is a performance-based project management discipline which is mandated by the Assistant Secretary, Office of Information & Technology (AS/IT) for all product delivery projects. All VA IT projects that introduce new functionality or enhance existing capabilities within current systems in the VA are considered to be delivering product. All development projects and those infrastructure projects that provide new capability fall under the management discipline of PMAS. Those projects that are managing the sustainment of existing systems are not identified as product delivery projects.

The intent of PMAS is to improve the rate of success of VA's IT projects. PMAS requires the use of incremental product build techniques for IT projects and programs, with delivery of new functionality to the customer (tested and accepted by the customer) in cycles of six months or less. Projects managed under PMAS are tightly monitored and are subject to being halted when significant deviations to plans occur and insufficient remediation plans are presented. PMAS requires that a project be paused and re-evaluated at the point where it has demonstrated trouble, but no later than after missing three consecutive customer delivery milestones.

2.2 PMAS Benefits

The principal benefit of PMAS is to improve the results of investments in IT at the VA. Additional benefits of PMAS are substantial and include the following:

- Elimination of "big bang" program/project failures
- Reduce project management and technical risks through incremental product delivery
- Frequent delivery of product that can immediately enhance business effectiveness
- Re-balance requirements with available staffing
- Real-time performance indicators allows VA to focus on troubled projects early and implement corrective actions quickly
- Ensure project goals and objectives are met through active participation of all project stakeholders in the integrated project teams (IPTs) throughout the System Development Life-Cycle (SDLC)

2.3 PMAS Principles

2.3.1 PMAS is a Performance Based Management Discipline

PMAS will provide frequent delivery of deployable IT system functionality – tested and accepted by customers – within established schedule and cost criteria. This is a direct approach for obtaining continuous value for VA business lines. Successful delivery of frequent and deployable products will

enable successful projects that deliver ongoing business value to continue with the necessary resources for future success. Unsuccessful delivery of frequent and deployable products will lead to timely re-evaluation of project execution, leadership and business need.

2.3.2 PMAS Relies on Integrated Teamwork across the VA

Each project under PMAS will have a specified project or program level IPT (see section 2.8.1) that is comprised of representatives from the business sponsor, Office of Information & Technology (OI&T), and other supporting staffs such as the Office of General Counsel (OGC), the Office of Acquisition and Logistics (OAL), as well as significant project stakeholders. The IPT will be the governing mechanism for the project. The broad representation on the IPT will ensure all stakeholders are aware of, and committed to meet key project elements such as schedule and cost. This cross-organizational awareness and joint responsibility will enable teamwork across the various project stakeholders within VA.

2.3.3 PMAS Emphasizes Resource Management

PMAS recognizes that it may not be possible to deliver all desired projects with available resources. It is preferable to have one fully and properly resourced project as opposed to multiple partially resourced projects. Accomplishing this will be done through establishing project priorities, providing adequate resources to meet planned deliverables, ensuring that the required skills are available and scheduling the right resources across the VA.

2.3.4 PMAS Enforces Accountability

The frequent delivery of a product requires focused accountability directly on the Project Manager (PM), supporting contractors, and members of the IPT. The PM will manage the project and deliver expected outcomes within cost, schedule, and scope. Fiscal accountability will flow from the CIO through the to Deputy Assistant Secretary (DAS)/Deputy CIO (DCIO) to the PM, with each IPT member accountable to the PM for his/her particular functional area. PMs are expected to raise any risks and issues (i.e., “red flags”) that could impede product delivery in a timely manner to enable the IT Program Manager (IT PgM) and Office of Responsibility (OOR) the opportunity to provide assistance. Throughout project execution, product delivery will be certified at delivery windows, which will occur at intervals of six (6) months or less. Three consecutive failures (“3 strikes”) to meet a product delivery within the established schedule will result in a project being “paused.” When the project is “paused,” no further development activity will occur until it is evaluated for cause, re-planned and approved to restart, or closed.

2.3.5 PMAS Enables Transparency

All PMAS processes are designed to enable leadership and project management to clearly see cost, schedule, quality, scope, and resource status. In the event there is a variance, it can be addressed quickly.

Performance measures are maintained on a real time basis and are reported weekly and monthly as a part of the OI&T Monthly Performance Review (MPR) and on the Office of Management and Budget (OMB) IT Dashboard (http://it.usaspending.gov/).

2.4 Definitions

2.4.1 Office of Responsibility (OOR)

The OOR is the office of the OI&T Deputy Assistant Secretary (DAS)/Deputy CIO (DCIO), i.e. “blue box” that has principal responsibility for executing the project.

2.4.2 Program

A program is a group of related projects that are planned, managed, and coordinated together to maximize benefits that would otherwise not be available from managing the projects individually. A program may include overarching capabilities and services that are necessary but not within the scope of the individual projects. A program is mission aligned and ongoing for an extended period of time. It is managed by an IT PgM who is accountable to OI&T Senior Leadership, the Business Sponsor, and Governance Boards.

2.4.3 Project

A project is any effort whose principle intent is to enhance business capabilities (application or infrastructure) to the existing IT environment within VA. This includes new capability or significant improvements to existing systems or infrastructure. A project under the purview of PMAS may have the following characteristics:

- Has a defined start and end date
- Is complex (impacts or interacts with two or more other systems or interfaces)
- Will have mission impact if not accomplished correctly or on time
- Cost is greater than $250K in aggregate, in one fiscal year
- Supports a mission critical business process
- Requires the development or deployment of a new skill-set to operate the resulting product
- Requires customer approval and sign-off prior to implementation

2.4.4 Increment

An increment is a segment of a project that delivers functional business capability within a six (6) month or less cycle. A project increment has the following characteristics:

- Is a body of work that delivers business capability directly related to a project
- Has a defined start and end date

- Has a specified budget
- Requires business sponsor acceptance of delivered product(s) referred to as the incremental deliverable
- Level where “3 strikes” rule will be applied

2.4.5 Red Flags

Anyone associated with the project such as PMs, IT PgMs, or IPTs are expected to raise any risks and issues (i.e., “red flags”) beyond the capability of the project to resolve that could impede product delivery in a timely manner. This provides management visibility and the opportunity for timely resolution. These red flags will be listed in the appropriate Risk Log as well as raised to the next level supervisor via email.

If the red flag is not addressed in an effective time frame, the red flag needs to be raised to the next level of management in a timely manner to enable the opportunity to resolve the risk or issue. This process of raising to the next level of management will continue until the red flag is addressed or the Chief Information Officer (CIO) has accepted the risk associated with the red flag.

2.5 PMAS States

The level of monitoring and reporting on a project is determined by the position it currently holds in the project management life-cycle. These positions are referred to as “states” in PMAS. PMAS projects are considered to be in only one of four states at a time:

2.5.1 Planning

In the planning state, the project develops required plans and obtains approvals to enter project increment(s) into an active state.

2.5.2 Active

Projects in the active state are executing the processes to build and deliver increments according to committed delivery milestones.

2.5.3 Paused

A project may be placed in the paused state by the CIO or designee. A project in a paused state is no longer executing the processes to build and deliver increments. The project is conducting planning activities in preparation for a restart decision. The PM must submit the plan for restart within 60 calendar days of the project pause decision. Failure to submit the plan for restart within 60 calendar days will cause the project to be stopped.

2.5.4 Closed

A project may be placed in the closed state for many reasons to include, but not limited to: project objectives have been met, business priorities have changed, or poor performance. A project in a closed state may only perform project closeout activities.

2.6 Establishing a Project

2.6.1 Establishing IT Priorities

Programs and projects are initially established during the annual multi-year programming and budget formulation processes. To prepare for the work that is to be executed in the coming fiscal year, OI&T creates its Operating Plan (OI&T OP a.k.a. "the priority list") by working closely with the Administrations and Staff Offices to establish the business and subsequent IT priorities. Once approved by the Strategic Management Group/Strategic Management Council, the OI&T OP is baselined and is required to undergo change management.

Resources (i.e., funding, staff, etc) are applied to the projects from the highest to the lowest priority in the OI&T OP. In general, when all resources are applied, those projects below the available resource line (i.e., "the cut line") will not be resourced nor have delivery expectations in the fiscal year unless priorities are shifted and official approval is obtained through the OI&T OP Change Management Process. This process is described in Section 2.9 and documented in ProPath.

2.6.2 Traceability within the OI&T Operating Plan

To effectively optimize the benefits of PMAS, the program and budget relationships within the OI&T OP must be understood. The OI&T OP traces to the VA strategic initiatives. There will be a clearly established and understandable trace between the Exhibit 300 (E300) to program to project to increment. This will ensure decision makers have full budget traceability and sufficient information to understand the potential impact of decisions with regards to any PMAS actions taken and decisions made on a project.

2.7 PMAS Project Requirements

To be approved for the planning state, a project must be on the OI&T Operating Plan.

To be approved for the active state, a project must have:

- An identified customer sponsor
- A plan that incrementally delivers a functional product to the intended customer at least every six months
- Documented and agreed to requirements for initial milestones
- A clear plan for necessary projects disciplines
- Clear access to necessary project resources
- Customer, project, and vendor acceptance of PMAS management requirements
- Success criteria established and accepted jointly between Customer, IT, and Vendors

- An established IPT made up of all stakeholders and service providers involved with a project
- Documents required in Section 3.1

PMAS lays out clear expectations for PMs with regard to product delivery to the customer no more than every six months, as well as compliance with cost and schedule milestones. Projects will be paused after missing three consecutive customer delivery milestones. Once paused, senior review will occur and will result in substantial changes before the project can restart. These substantial changes may include:

- Re-assessment of the need for the project
- Re-assessment of the project approach
- Re-assessment of the project design
- A new PM
- Substantial changes in the assigned government staff
- Re-assessment of all project contracts
- Approval of a new project plan by the AS/IT or his/her designee

2.8 Managing a Project under PMAS

2.8.1 Integrated Project Team (IPT)

The IPT is the core management group for each project. A critical element of a successful project under PMAS is a complete and active IPT. An IPT is a team of people with complementary skills and expertise who collaborate and commit to the timely delivery of specified work products. IPT members provide skills and advocacy appropriate to all phases of the project life cycle and are collectively responsible for delivery of work products as specified. The IPT will include empowered representatives from organizations, disciplines, and functions that have a stake and/or responsibility for the success of the project. IPTs will be formed at the program level where possible to give consistent direction to all projects within the program. The ability to stand up an effective IPT will be a critical success factor in the implementation of PMAS.

The IPT will act as the primary medium for timely and effective communication between the delivery team and the business sponsor. The IPT will be maintained at either the program or project level as deemed necessary by level of complexity and acceptable risk. The IPT may be responsible for more than one project if it is established at the program level.

The IPT will consist of a comprehensive team of required personnel from appropriate organizations to reduce risk to an acceptable level. At a minimum, the PM and the Customer will be on the IPT.

IPT members should, if necessary, consult with their competency management on issues where additional competency review and/or guidance is required.

2.8.2 Obtaining IPT Membership

It is important that the IPT have appropriate membership from within OI&T and other stakeholders. The IT PgM/PM and the business sponsor are the initial members of the IPT for all projects.

To request OI&T membership, the IT PgM or PM will submit a request on the OI&T IPT website for the competencies needed (i.e., Software Engineering, Release Management, etc.). The OI&T competency management must respond to the request within 3 business days and either provide the necessary resource, indicate that the resource is not available, or indicate that they don't think this kind of resource is needed on the IPT. ProPath contains the link for this website.

IPT members from OAL and OGC will be requested by the IT PgM or PM. The IT PgM or PM will request OAL IPT membership from the Executive Director of the Technology Acquisition Center (currently Wendy McKutcheon at 732-578-5402). The IT PgM or PM will request OGC IPT membership from Assistant General Counsel (currently Phillipa Anderson at 202-461-4998).

The IT PgM needs to coordinate with the Business Sponsor for an IPT member from the Business Sponsor organization.

If the IT PgM or PM does not believe their request for IPT membership has been adequately addressed/resolved, they will raise a "red flag" that will have to be addressed up the management chain within OI&T.

2.8.3 Resource Management

Government staff and non-pay funding will be provided on a per increment basis. PMs will plan the total cost of ownership for each increment, including application development, infrastructure necessary to support new/enhanced applications, training, and recurring operating costs.

A project/increment may not proceed unless the proper resources are in place. The following are required:

- IT PgM must ensure the PM is provided required resources to accomplish the project
- If a PM does not have all required resources or needs additional resources, the PM must raise a red flag in a timely manner to enable the IT PgM and OOR the opportunity to provide assistance
- IT PgM must address red flags raised by the PM and document the response to the red flag – including elevating within the OI&T management structure

- The project increment will not begin until resources are available and Information Technology Resource Management (ITRM) provides an assigned increment funding number, increment funding level, and date of approval of funding for increment execution
- PMAS projects will be planned, authorized and tracked (cost execution) at the increment level

Release of funds for following increments may be considered at the prior increment's halfway point.

Resources will only be applied to the highest priority projects that are funded in the annual VA IT appropriation and of sufficient priority in the OI&T OP. There are four categories of resources that may be provided: planning execution staff, planning non-pay funding, project execution staff and project execution non-pay funding.

2.8.3.1 Planning Execution Staff

OI&T Government Staff will be applied by the OOR in accordance with established priorities in the OI&T OP. The OOR is responsible for applying sufficient staff to create the project and increment plans.

2.8.3.2 Planning Non-pay Funding

This will consist of non-pay funding needed to plan for a project or a subsequent increment. If planning is required, non-pay funding is limited to 10% of total fiscal year project funding.

When non-pay planning funding is needed, the request should be submitted through the OOR Business Office to ITRM.

2.8.3.3 Project Execution Staff

OI&T Government Staff will be applied by the OOR in accordance with established priorities in the OI&T OP. The OOR is responsible for applying sufficient staff as identified in the project and increment plans, with the appropriate skills, to enable successful execution of the project or increment.

To obtain government staff, documentation must be provided as follows:

- The PM must develop a specific resource list of government staff by competency needed for desktop to data center including management, development, testing, operations, security, development, and sustainment.
- The PM must advise IPT members of needed staff by competency. Project IPT members are then responsible for coordinating with the leadership within their competency office for required personnel.

2.8.3.4 Project Execution Non-pay Funding

Non-pay funding will be allocated by project in accordance with established priorities in the annual OI&T OP. ITRM will release funding on an increment basis when a specific increment meets all PMAS criteria to commence work.

When non-pay funding requests are required, they will include the total cost of ownership including development, infrastructure enhancements and recurring sustainment.

When non-pay execution funding is needed, the request should be submitted through the OOR Business Office to ITRM.

2.8.4 Acquisition Management

IT PgMs and VA Contract Managers must align contracts with incremental deliveries including: contract type, period of performance, deliverable structure, and funding ceilings. The IT PgM, PM, CO, and GC must work together throughout contract life from inception to completion.

PMAS enforces more contractor accountability. This will be done through:

- A policy of three consecutive failures to meet expectations that may result in the vendor losing the contract
- Increments will not be developed by a blended team. This means there will be a single contractor team or an all government team for each development increment. There will not be a mixture of government staff and contractors
- Task orders for each increment will be six months or less
- Increment requirements must be set prior to contract issuance
- If a single contract is used, the contract must separate increments by Task Order or Contract Line Item Number (CLIN)

PMs must monitor contractor actions and raise risks, issues, and red flags in a timely manner to enable senior leadership the opportunity to assist in correcting the risks, issues, and red flag problems.

2.8.5 Incremental Deliverables

PMAS projects will provide deliveries in increments of six months or less. The purpose of six month deliverables is to reduce the level of risk associated with each deliverable and the overall project. The delivery length is from increment execution start authorization to delivery. The types of incremental deliverables are agreed to in advance and approved by the customer/sponsor.

Deliverables must be functional parts of the system being available to the end user. The end user can determine if the delivery is sufficient alone or if it needs to be bundled with another increment prior to full release. The end

user will also provide prompt feedback for systems functionality through completion of a Customer Acceptance Form.

2.8.5.1 Types of Incremental Deliverables

- **Deployable System Application Products**
  Software products will be complete and deployable systems or subsystems that provide benefits or capability to the sponsor or user; however, the customer may decide to transition or deploy at a later date.
- **Deployable Infrastructure**
  Enhancements or expansions of existing infrastructure

Documents do not count as incremental deliverables. Necessary documents will be created during the "planning" phase which occurs prior to a project proceeding to an "active" state. Necessary documents will be updated as required during each increment, but not as an incremental deliverable.

2.8.6 Increment Acceptance

Increment acceptance is critical to PMAS success and each increment must provide deployable system functionality. To ensure each increment meets these criteria, the customer acceptance form must be signed by three key stakeholders: the PM, who validates that increment requirements have been met; the Release Manager, who will indicate that infrastructure exists or is funded to support deployment; and the customer, who attests that the deliverable met the increment business requirement. The template for increment acceptance is in APPENDIX C. and ProPath.

2.9 Managing Change under PMAS

A project will manage its project changes in accordance with the Change Management processes outlined in its Project Management Plan (PMP). A project may also effect or be effected by business priority changes resulting in a realignment in the OI&T OP.

2.9.1 OI&T Operating Plan Change Management

This section is under development within ITRM and will be added to the PMAS Guide and ProPath when completed.

2.10 Closing a Project under PMAS

Projects under PMAS may be placed into the closed state multiple ways.

2.10.1 Stopped

A project may be stopped by the CIO. Projects that are stopped will not be restarted again. The Business Sponsor may indicate that the need still exists and may request that a new project be started to accomplish the business need that the stopped project was intended to accomplish.

Stopped projects may only spend money toward the closing out of the project to include: contract termination, lessons learned, re-assignment of personnel, and other closeout actions.

2.10.2 Completed

A project which successfully meets its intended scope. Projects that have successfully completed their intended scope may continue to obligate funds and close out actions as planned.

2.10.3 Unfunded

Unfunded projects will be prioritized in the OI&T OP. A list of unfunded projects will be maintained by ITRM.

3.0 Project Artifacts

This section describes the key artifacts that are used to demonstrate and monitor the readiness and performance of a project in PMAS.

Corporate level artifacts that are applicable to all program and projects may be developed at the DAS/DCIO level. Standard artifacts promote consistency, save planning time, and improve quality through reuse. Potential examples include a Test and Evaluation Master Plan, a National Release Management Process, and a Continuous Integration Methodology. Where applicable, these corporate level documents can be cited by a specific project to meet the artifact requirements below.

Artifacts are used for many purposes in a project such as planning, communication, audit and documentation of key information. Corporate and/or program level documents that meet the need of a project can be cited and will meet the requirements of this section. When these are used, the following will be considered:

- Pre-existence of artifacts
- Consistency of the processes at all levels
- Level of standardization
- Level of complexity

3.1 Artifacts Required to Attain the Active State

For a project to attain an active state, the following artifacts will be required:

3.1.1 Requirements Specification Document (RSD)

User needs that trigger program, system, or project development are documented within the RSD. The requirements for each increment must be specified, either within a single RSD for all increments or in a separate RSD for each increment. Requirements may be business, functional, and/or system needs and provide the guidelines for the design and implementation of a project.

3.1.1.1 Approved/Signed By

All members of the Governing IPT.

3.1.2 Project Charter Document

The Project Charter Document is an artifact issued by senior management that formally authorizes the existence of a project. It provides the PM with the authority to apply organizational resources to project activities.

3.1.2.1 Approved/Signed By

All members of the Governing IPT.

3.1.3 Acceptance Criteria Plan

The artifact that provides the decision rules used to determine when an increment can be considered completed.

3.1.3.1 Approved/Signed By

All members of the Governing IPT.

3.1.4 IPT Charter

Integrated Project Team Charter provides a comprehensive list of all members of the IPT, their roles within the IPT, and the purpose of the IPT.

3.1.4.1 Approved/Signed By

All members of the IPT and the CIO or designee.

3.1.5 Quad Chart (Process Only)

The Quad Chart is a process that must be followed and the artifact generated maintained with the project artifacts. It provides a high level summary of the proposed Business Requirements along with the initial proposed schedule, deliverables, and initial funding. The document includes mandates, dependencies, and risks. Completion of the Quad Chart is a joint effort between the Business group and the OOR that summarizes what each project entails.

3.1.6 System Design Document (SDD)

The initial chapters of the SDD document consist of the conceptual design; identify the top-level system architecture; and identify hardware, software, communication, and interface components. The subsequent chapters describe in extensive detail how the proposed system is to be constructed per increment. These chapters translate the requirement specifications into a document from which the developers can create the actual system. Prior to each new increment, new chapters are added to the SDD to provide the detail required for the respective increment.

3.1.6.1 Approved/Signed By

All members of the Governing IPT and Technical/Architectural Review Team.

3.1.7 Project Management Plan (PMP)

The PMP is a strategic and tactical artifact for describing the plan and approach to executing the project. The PMP defines the technical and managerial approach, project functions, and deliverables necessary to satisfy the requirements of a project, such as agreement on scope and priorities.

3.1.7.1 Approved/Signed By

All members of the Governing IPT.

3.1.8 Acquisition Strategy

The Acquisition Strategy is a program level artifact that contains a long-range plan for ensuring timely supply of goods and/or services that are critical to a program's ability to meet its core business objectives. This artifact discusses the acquisition approach to be used in the program and will identify related projects.

3.1.8.1 Approved/Signed By

All members of the Governing IPT.

3.1.9 Project Schedule

This artifact provides the planned dates for performing activities and meeting project milestones.

3.1.9.1 Approved/Signed By

All members of the Governing IPT.

3.1.10 Risk Log

The Risk Log is an ongoing tool that does not need to have an approved signature, but does need to be available and monitored weekly.

3.1.11 Organizational Breakdown Structure (OBS) (Process Only)

The OBS is a process that must be followed and the artifact generated maintained with the project artifacts.

3.1.12 Contract Information

This artifact will contain the contract recommendations to (1) proceed with a contracting action, (2) terminate any current or planned contracting actions, or (3) present a business case to apply for an appeal against a paused/stopped decision.

3.1.12.1 Approved/Signed By

All members of the Governing IPT.

3.1.13 Product Evaluation and Decision Analysis (Buy Only)

The Product Evaluation and Decision Analysis is only required for projects with buy decisions. When a buy decision is made, the Product Evaluation and Decision Analysis document is created to record the evaluation and decision made.

3.1.13.1 Approved/Signed By

All members of the Governing IPT.

3.1.14 PMAS Readiness Checklist

This checklist will be created as the IPT plans the project and creates artifacts. This checklist will be presented at time of request for action status to provide indication that all required preparations have been made.

3.2 Artifacts Required for Increment Completion

For each project increment to establish approved completion, the following artifacts will be required:

3.2.1 Customer Acceptance Form

See APPENDIX C.

3.2.1.1 Approved/Signed By

The PM, Release Manager, and Customer.

3.3 Process and Artifact Template Repository

All processes and related artifacts referenced above are defined in ProPath and are mandatory for all PMAS projects.

ProPath is accessed through the following link:

http://vaww.oed.oit.va.gov/process/propath/

3.4 Project Artifact Repository

All projects are required to maintain a project artifact repository that contains all required artifacts as defined in ProPath. The PMAS repository will be a Microsoft Office SharePoint Server (MOSS) site created for all OI&T projects. The process for establishing a project artifact repository is in ProPath. PMAS projects will keep using their current organizational repositories until the new PMAS Project Artifact Repository is available.

4.0 Management Control

This section describes the methods by which project performance will be monitored and controlled under PMAS.

The purpose of PMAS Management Control is to provide an understanding of the project's progress so that appropriate corrective actions can be taken when the project's performance deviates significantly from plan.

The project's plans are the basis for monitoring activities, communicating status, and taking corrective action. Progress is primarily determined by comparing actual project performance data against the project's baseline. Appropriate visibility enables timely corrective action to be taken when performance deviates significantly from the plan. A deviation is significant if, when left unresolved, it precludes the project from meeting its objectives.

When actual status deviates significantly from plan, the project will be moved to the PMAS pause state.

Regular and consistent reporting and assessment of project progress against established baselines is a mandatory aspect of PMAS. Performance monitoring involves but is not limited to: monthly reporting and both internal and independent review and assessment.

Performance metrics are a by product of the data used to manage the project. This data will be captured and maintained in an OI&T level project performance database. All PMAS performance reports will be derived from this database.

4.1 Performance Monitoring

Project performance data will be maintained in a database which is under development. Notification of database location will be provided when the database becomes available.

Until this database is stood up, PMs will continue to provide data in an excel file to OED on a monthly basis.

Performance data will be maintained in real time. PMs are required to continuously monitor projects, record any changes, and raise red flags immediately.

Some of the key performance indicators required under PMAS are:

- Schedule adherence
- Cost adherence
- Scope drift
- Spend plan execution
- Product quality
- Number of Red Flags

4.2 Reporting

PMAS status reports will be generated from the PMAS performance database. The product delivery section of the OI&T Monthly Progress Review (MPR) will be derived from this database. A weekly project status dashboard is also derived from this database. This data can also be used to create ad-hoc reports at the request of OI&T senior management.

4.3 Review and Assessment

The intent of these reviews and assessments are not to impede project or increment performance. Focus will be on required artifacts and/or process compliance.

PMAS includes three forms of review and assessment in order to support management control: CIO review, independent review, and internal review. The type, focus and level of detail of these reviews and assessments will vary according to the nature of the review requested or required. Review and assessment guides and methodologies, including checklists, will be made available to PMs within ProPath or other official artifact repositories.

4.3.1 CIO Reviews

The CIO may require a briefing or independent review on a project's status at any time.

4.3.2 Internal Reviews

Internal reviews may be conducted by any involved competency organization, including the IPT, and/or the OOR.

In addition, to facilitate internal reviews, based on project risk and available staffing, an independent reviewer can be made a member of the project IPT to routinely monitor project execution on an ongoing basis.

4.3.3 Independent Reviews

Independent reviews are conducted by a review team that is organizationally separate from the product delivery team. These reviews are conducted to address:

- ProPath compliance
- Architecture compliance
- PMAS compliance
- PMAS performance
- Budget performance

There are two types of independent reviews:

Project Management reviews:

Examine all key aspects of a project, including but not limited to: business, management, technical, financial, and security.

Focus reviews:
Tailored reviews for specific areas of a product or project which will generally be a subset of the topics covered in a Project Management Review.

Reviews may occur:
- When directed by the CIO
- Based upon the project being high visibility or high risk
- In response to reporting trends identified in the MPR
- According to a regular periodic schedule
- When an associated program level review is being conducted

PMs will be notified when a review is to occur and the points of contact for the review team.

5.0 PMAS Processes

There are key processes that provide guidance for PMAS projects and increments. These processes can be found in APPENDIX B. In addition, there are numerous PMAS related processes in ProPath with which PMs must comply.

6.0 PMAS Stakeholders and Responsibilities

Roles and responsibilities are identified throughout the PMAS Guide. This section synopsizes key roles and responsibilities; however, all participants must understand all requirements for PMAS and their respective roles and responsibilities specified throughout the PMAS Guide.

6.1 Chief Information Officer (CIO)

The Chief Information Officer (CIO) or Designee is responsible for:

1) Authorizing new programs, projects and increments in PMAS	2.6.1
2) Approving funding needed for programs, projects and increments via the OI&T Operating Plan	2.6.1, 2.6.2, 2.9.1
3) Authorizing changes to a project status: Planning, Active, Paused, Closed	2.5
4) Monitoring PMAS project and increment progress via reporting and review and assessment	4.1
5) Approving and signing the IPT Charter	3.1.4.1
6) Addressing Red Flags	2.4.5

6.2 Business Sponsor

The Business Sponsor (Customer/End User) is responsible for:

1) Being a key member of the IPT by setting requirements, monitoring and approving changes and accepting project milestone deliverables	2.8.1
2) Determining overall program, project and increment requirements	2.6, 3.1.1
3) Signing off on all program and project requirements	3.1.1
4) Monitoring and approving project changes such as scope, cost and schedule	4.1
5) Approving and signing off on increment deliverables	2.4.3, 3.2.1.1
6) Providing prompt feedback for post implementation operations of the system	2.8.5
7) Signing as approval of Customer Acceptance Form	3.2.1.1

6.3 Office of Responsibility (OOR)

The OOR is responsible for:

1) Work with the Business Sponsor to develop program, project and increment scope	3.0
2) Ensuring all resources are available for project success	2.8.3
3) Conducting internal reviews as necessary	4.3.2
4) Monitoring and approving project changes such as red flags, scope, cost and schedule	2.3.5, 4.1
5) Making recommendations to the CIO regarding project status: Planning, Active, Paused, Stopped	2.4.5, 2.5

6) Addressing Red Flags	2.4.5

6.4 Information Technology Program Manager (IT PgM)

The IT PgM is responsible for:

1) Being a key member of the IPT for planning, reporting and change control processes	2.8.1
2) Ensuring all PMs within their program have the necessary resources for project successes	2.1
3) Ensuring all PMs within the program have the resources necessary to fulfill the requirements of their individual projects	2.8.3
4) Monitoring project performance regarding cost, schedule, and scope	4.1
5) Ensuring necessary contracts and contract vehicles are in place to support incremental deliveries – including: contract type, period of performance, deliverable structure, and funding ceilings	2.8.4
6) Maintaining a prioritized list of PMAS projects and increments which constitute the program	2.7
7) Recommending an independent review or pause of project activities as necessary	4.3.3
8) Addressing Red Flags	2.4.5
9) Identifying the project alignment from increment through project, program, and OMB Exhibit 300 investment according to established standards	2.6.2, 3.1.5

6.5 Project Manager (PM)

The PM is responsible for:

1) Managing the project and delivering expected outcomes on time and within budget	2.3.4
2) Being a key member of the IPT	2.4.3, 2.8.1
3) Ensuring all requirements and resources necessary to deliver a project are available	2.8.3
4) Raising Red Flags	2.4.5,
5) Raising risks and issues that could impact project success or that require management intervention	2.8.4
6) Providing project level metrics as required by the PMAS reporting structure	2.4.3, 4.1
7) Signing the Customer Acceptance Form	3.2.1.1
8) Determining when the subsequent increment will be ready to be started	2.8.5
9) Preparing the Customer Acceptance Form indicating how the delivery adequately fulfils the increments requirements	2.8.6
10)Shutting down or re-planning the project as directed	2.10.1

6.6 Enterprise Operations Field Development (EOFD)

EOFD is responsible for:

1) Being a key member of IPT by ensuring that project requirements can be supported by VA IT infrastructure	2.8.1
2) Providing support with infrastructure, security, testing and training	2.8.3
3) Providing a Release Manager to serve as a member of the IPT responsible for project and increment release management processes	2.8.1

6.7 Enterprise Development (OED)

OED is responsible for:

1) Ensuring that all PMAS processes, documentation and templates are in ProPath	3.3, 3.4
2) Administering and maintaining the ProPath process library system	3.3, 3.4

6.8 Information Technology Resource Management (ITRM)

ITRM is responsible for:

1) Providing an increment funding number, the increment funding level, and the date of approval for funding for increment execution	2.8.3
2) Coordinating program, project and increment funding changes	2.9.1
3) Performing reallocation of funds activities if the project is stopped	2.10.1

6.9 Enterprise Strategy, Policy, Plans and Programs (ESPPP)

ESPPP is responsible for:

1) Coordinating project and increment reports	4.2
2) Performing independent project reviews and assessments	4.3.3

6.10 Information Protection and Risk Management (IPRM)

IPRM is responsible for:

1) Being a key member of the IPT by providing information on security, privacy and information protection	2.8.1

6.11 Integrated Project Team (IPT)

The IPT is responsible for:

1) Ensuring all project and increment requirements are in place including contracts and resources necessary to have a reasonable expectation for project success	2.8.1
2) Serving as the governing and management mechanism for the project	2.8.1

3) Implementing internal review and control processes as needed to ensure the effective delivery of project and increment deliverables for which they are responsible	4.3.2
4) Monitoring current status of project based upon the reports provided by the PM and identifying and addressing critical issues	4.1
5) Determining when a Red Flag can be addressed within the program and providing the response directly back to the PM	2.4.5
6) Signing as approval for any relevant project artifacts	3.1

6.12 Independent Review Team

The Independent Review Team provided by ESPPP is responsible for:

1) Performing independent reviews	4.3.2
2) Providing findings and recommendations regarding project performance as requested	4.3.2

6.13 General Counsel

The General Counsel is responsible for:

1) Being a key member of the IPT by reviewing and coordinating all legal and contractual actions	2.8.1

6.14 Contract Officer (CO)

The Contract Officer (CO) is responsible for:

1) Being a key member of the IPT team and coordinating all contract related actions	2.8.1
2) Committing and modifying Government funds throughout contract life from inception to completion	2.8.4

6.15 Release Manager

The Release Manager is responsible for:

1) Participating as an active and engaged IPT member representing the EOFD release processes and serves as the EOFD release management subject matter expert and primary release management decision maker	2.8.1
2) Coordinates all elements of deployment including infrastructure enhancements, security and sustainment	2.8.3.2
3) Verifies that infrastructure for the deliverable are in place or are funded	3.2.1

APPENDIX A. Acronym Listing

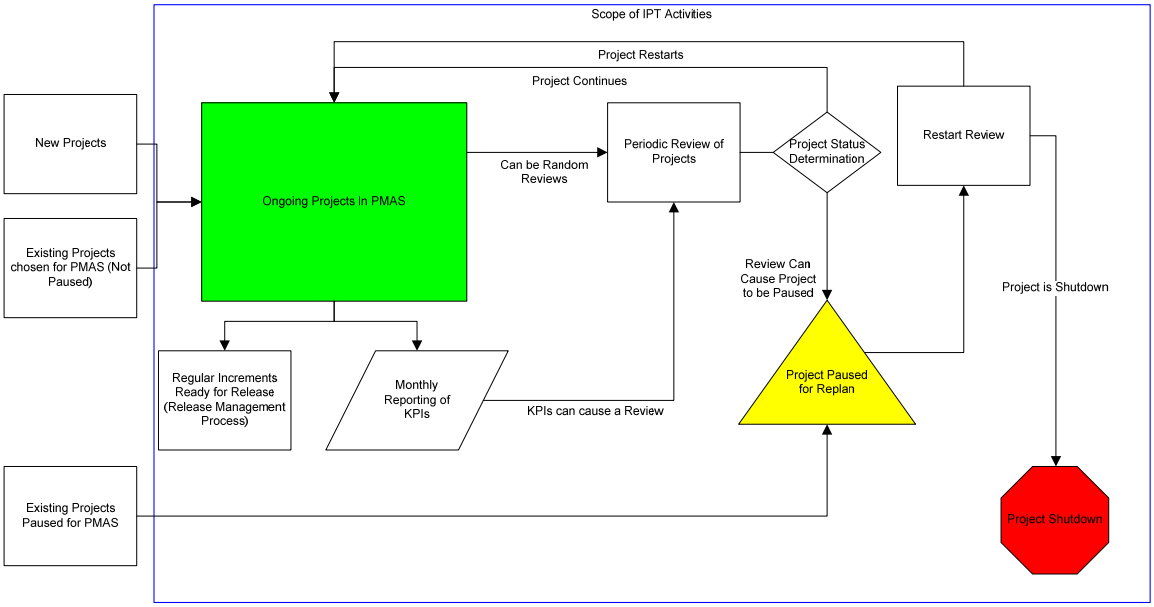
Acronym	Definition
AS/I&T	Assistant Secretary for Information and Technology
CIO	Chief Information Officer
CLIN	Contract Line Item Number
CO	Contract Officer
CONOP	Concept of Operations
COTS	Commercial Off-the-Shelf
DAS	Deputy Assistant Secretary
DCIO	Deputy Chief Information Officer
E300	Exhibit 300
EOFD	Enterprise Operations and Field Development
ESPPP	Enterprise Strategy, Policy, Plans and Programs
FTE	Full-Time Employees
FY	Fiscal Year
IMS	Integrated Master Schedule
IPRM	Information Protection and Risk Management
IPT	Integrated Project Team
IT	Information Technology
ITRM	Information Technology Resource Management
IT PgM	Information Technology Program Manager
MPR	Monthly Performance Report
MOSS	Microsoft Office SharePoint Server
OAL	Office of Acquisition and Logistics
OBS	Organizational Breakdown Structure
OED	Office of Enterprise Development
OGC	Office of General Counsel
OI&T	Office of Information and Technology
OMB	Office of Management and Budget
OOR	Office of Responsibility
OI&T OP	OI&T Operating Plan a.k.a. Priority List
PM	Project Manager
PMAS	Project Management Accountability System
PMP	Project Management Plan
PMR	Project Management Review
RSD	Requirements Specification Document
SDD	System Design Document
SDLC	System Development Life Cycle
TAD	Technical Alignment Document
VA	Department of Veterans Affairs

APPENDIX B. PMAS Processes

Appendix B Table of Contents

B.1 PMAS Flow of Projects

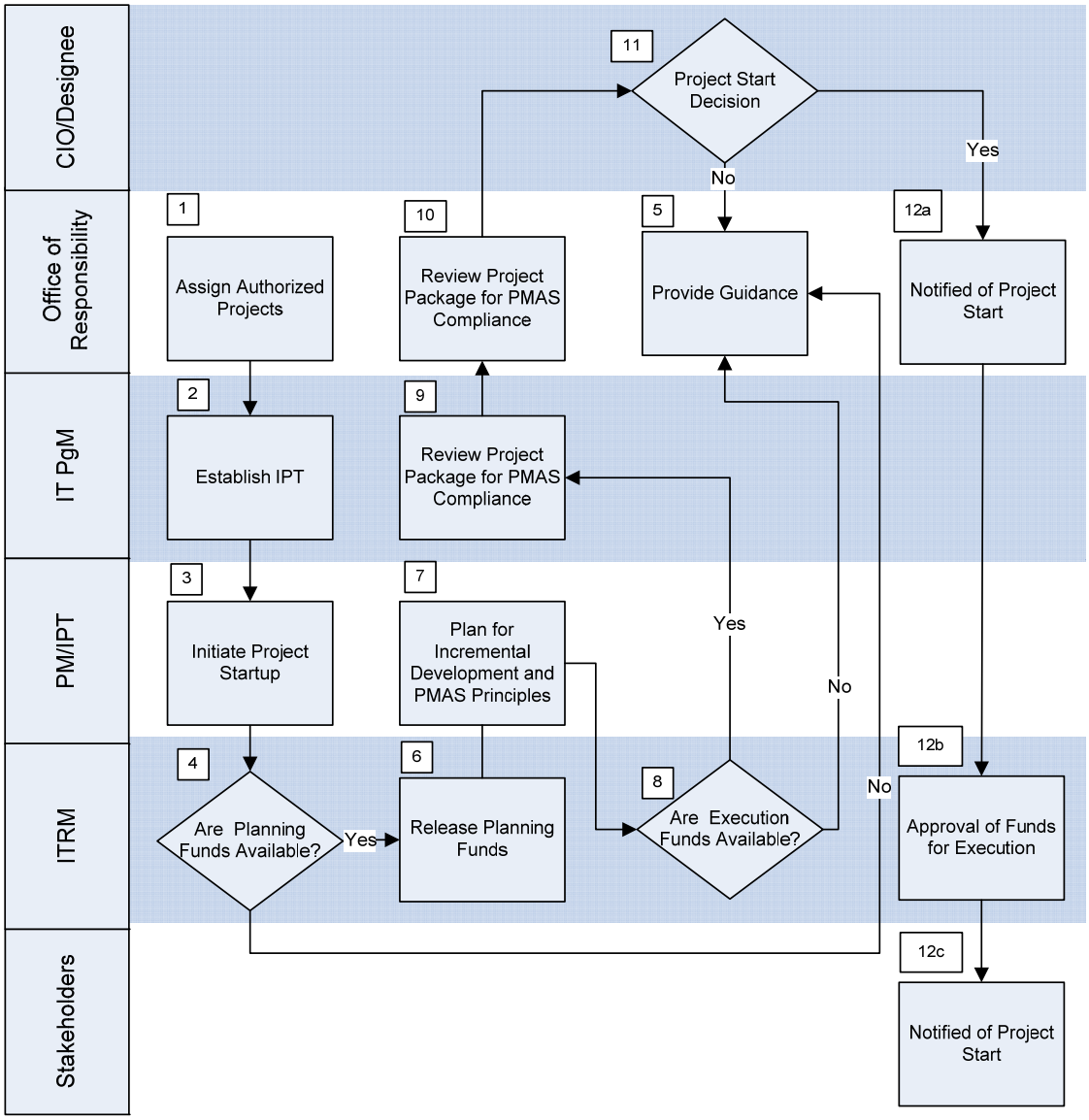
PMAS Project Flow Diagram



B.2 New Project Process

The new project process applies to all funded VA IT projects. Projects in a paused state must follow the Restart Process for Paused Projects (B.7).

For all projects entering PMAS, the project planning phase must be completed. The project planning phase must produce the minimum required artifacts outlined in Section 3.1.



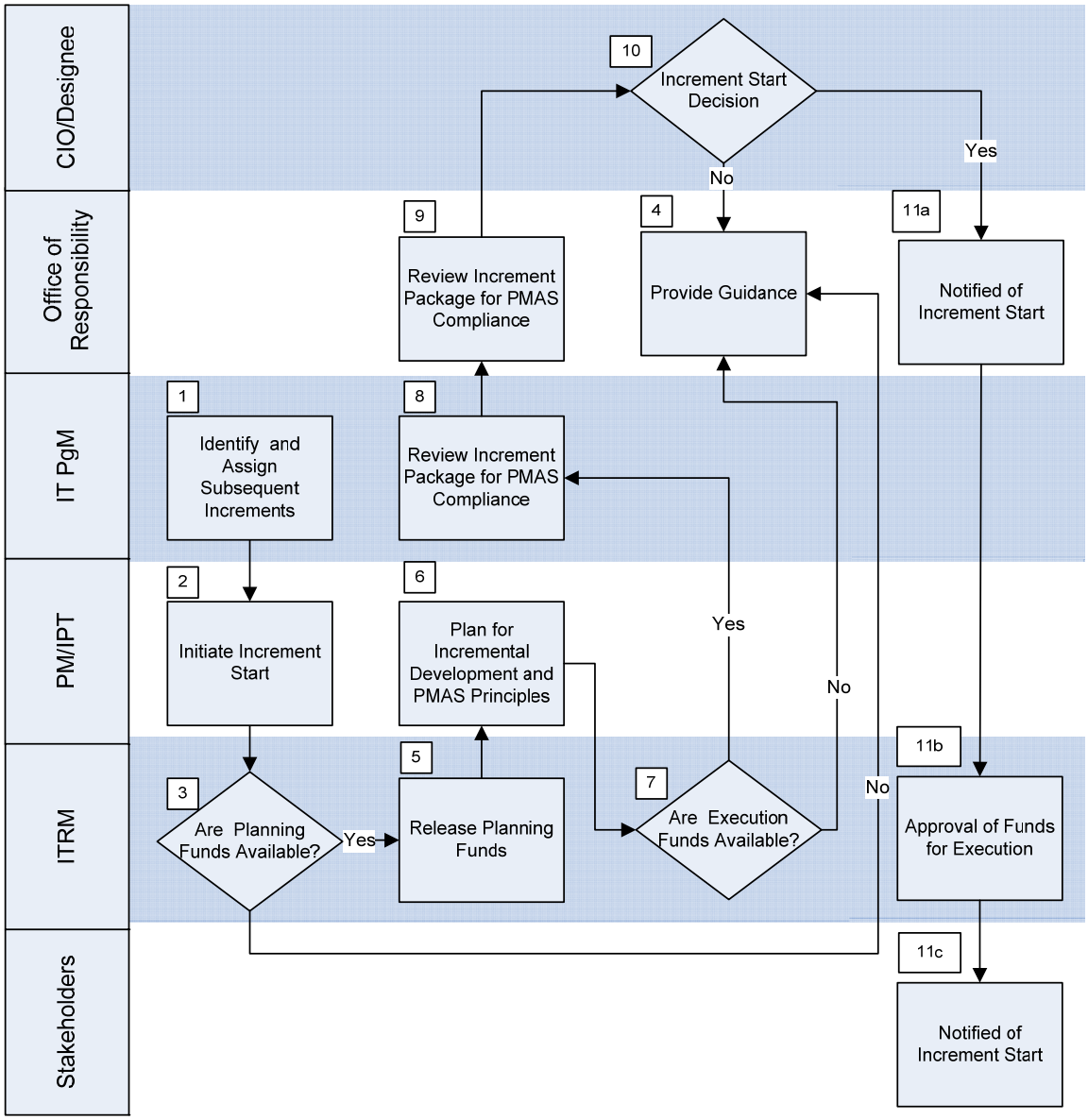
New Project Process Flow Diagram

1) **Office of Responsibility Assigns Authorized Project**
   The OOR reviews and assigns which projects are authorized in the annual OI&T Operating Plan or by the CIO. OORs will maintain a prioritized list of sanctioned projects to enter PMAS.
2) **IT PgM Establishes IPT**
   IT PgM is notified by the OOR when a project has been authorized for entry into PMAS. They will establish the IPT.

3) **PM/IPT Initiates Project Startup**
   PM/IPT will initiate project startup process.
4) **ITRM Determines if Planning Funds are Available**
   The IT PgM verifies with ITRM that planning funds are available for the project in the OI&T OP. If funds are not available, proceed to Step 5. If funds are available, proceed to Step 6.
5) **OOR Provides Guidance**
   OOR provides guidance to the project that has been put on hold because project planning funding is not available, funds are unable to be executed, or the CIO states the project is not ready.
6) **ITRM Releases Planning Funds for Project**
   ITRM will release planning funds if project planning is approved for funding.
7) **PM/IPT Plans for Incremental Development and PMAS Principles**
   PM/IPT ensure all PMAS required project documentation has been completed and approved (where required).
8) **ITRM Determines if Execution Funds are Available**
   The PM/IPT verifies with ITRM that execution funds are available for the project in the OI&T OP. If funds are not available, proceed to Step 5. If funds are available, proceed to Step 9.
9) **IT PgM Reviews Project Package for PMAS Compliance**
   IT PgM reviews project package documentation to determine if the project is ready to present to the CIO.
10) **OOR Reviews Project Package for PMAS Compliance**
   OOR reviews project package documentation to determine if the project is ready to present to the CIO. The OOR will provide a recommendation to the CIO about the project's readiness to execute.
11) **CIO or Designee Makes a Project Start Decision with PMAS**
   The CIO or Designee will determine if the project is ready for execution. If the project is not ready, proceed to Step 5 in this process. If the project is ready, proceed to Step 12.
12) **Notification of Project Start**
   OOR will inform key stakeholders of project start including the IT PgM, the Business Sponsor and ESPPP.
   The PM/IPT will submit the completed PMAS Readiness Checklist (in ProPath) to ITRM via ITRMPMASfundingapproval@va.gov.
   ITRM will approve funding for execution for the project increment and assign a project increment funding number for financial management control. ITRM will return the PMAS Readiness Checklist to the PM with the increment number, the increment funding level, and the date of approval of funding for increment execution.
   The project may begin working. The increment six month clock will begin.
   ITRM will prepare a certification letter to Congress as to the readiness of releasing increment execution funds.

B.3 Authorization to Start Subsequent Increment Process

For subsequent increments, follow this process.



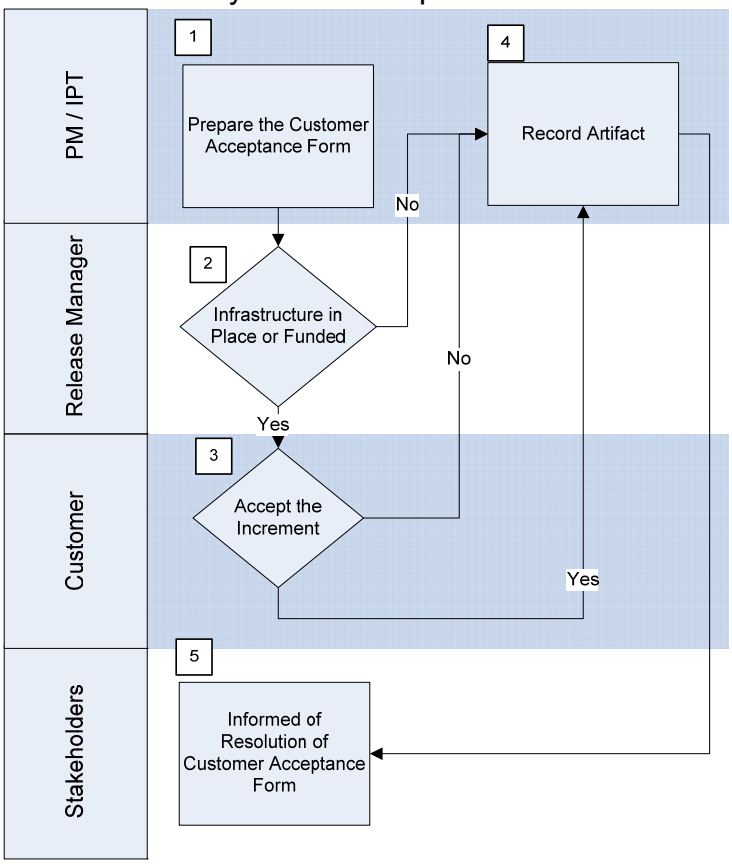
Authorization to Start Subsequent Increment Process Flow Diagram

1) **IT PgM Identify and Assign Subsequent Increments**
   IT PgM identifies and assigns subsequent increment.
2) **PM/IPT Initiate Increment Start**
   PM/IPT initiates increment start.
3) **ITRM Determines if Planning Funds are Available**
   The IT PgM verifies with ITRM that planning funds are available for the increment in the OI&T OP. If funds are not available, proceed to Step 4. If funds are available, proceed to Step 5.

4) **OOR Provides Guidance**
   OOR provides guidance to the project that has been put on hold because increment planning funding is not available, funds are unable to be executed, or the CIO states the increment is not ready.
5) **ITRM Releases Funds for Project**
   ITRM will release funds if increment planning is approved for funding.
6) **PM/IPT Plans for Incremental Development and PMAS Principles**
   PM/IPT ensure all PMAS required increment documentation have been completed and approved (where required).
7) **ITRM Determines if Execution Funds are Available**
   The PM/IPT verifies with ITRM that execution funds are available for the increment in the OI&T OP. If funds are unavailable, proceed to Step 4. If funds are available, proceed to Step 8.
8) **IT PgM Reviews Increment Package for PMAS Compliance**
   IT PgM reviews increment package documentation to determine if the increment is ready to present information to the CIO.
9) **OOR Reviews Increment Package for PMAS Compliance**
   OOR reviews increment package documentation to determine if the project is ready to present information to the CIO. The OOR will provide a recommendation to the CIO about the projects' readiness to enter PMAS.
10) **CIO or Designee Makes a Increment Start Decision with PMAS**
    The CIO or Designee will determine if the increment is ready or not to enter PMAS. If the increment is not approved to start, proceed to Step 4 in this process. If the increment is approved to start, proceed to Step 11.
11) **Notification of Increment Start in PMAS**
    OOR will inform key stakeholders of increment start including the IT PgM, the Business Sponsor and ESPPP.
    The PM/IPT will submit the completed PMAS Readiness Checklist (in ProPath) to ITRM via ITRMPMASfundingapproval@va.gov.
    ITRM will approve funding for execution for the increment and assign an increment funding number for financial management control. ITRM will return the PMAS Readiness Checklist to the PM with the increment number, the increment funding level, and the date of approval of funding for increment execution.
    The project may begin working. The increment six month clock will begin.
    ITRM will prepare a certification letter to Congress as to the readiness of releasing increment execution funds.

B.4 Increment Acceptance Process

Each PMAS delivery will be accepted and documented by the customer.

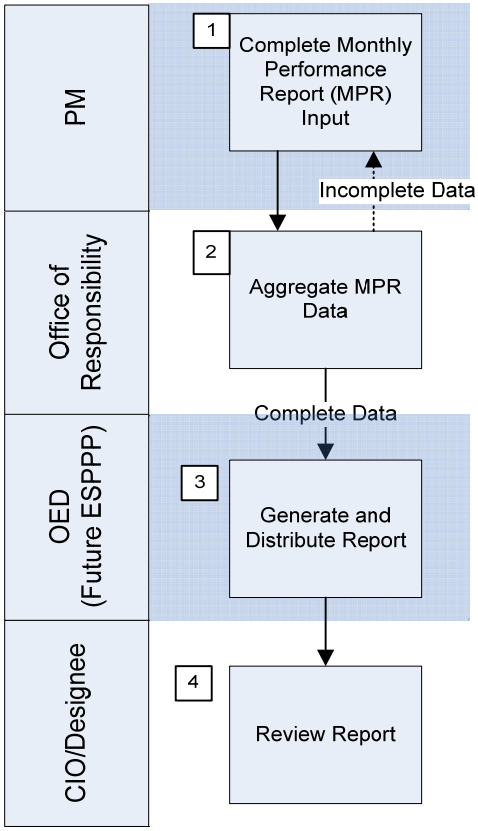


Increment Acceptance Process Flow Diagram

1) **PM/IPT Prepares the Customer Acceptance Form**
   PM/IPT prepares the Customer Acceptance Form. The PM signs this form indicating that all increment requirements have been met.
2) **Release Manager Validates Infrastructure in Place or Funded**
   The Release Manager signs the Customer Acceptance form indicating the IT infrastructure is in place or funded to deploy the increment. If the Release Manager agrees that the IT infrastructure is in place or funded to deploy the increment proceed to Step 3, otherwise proceed to Step 4.
3) **Customer Accepts the Increment**
   The Customer signs the Customer Acceptance Form indicating acceptance or rejection of the increment.
4) **PM/IPT Records the Artifact**
   PM/IPT stores the completed Customer Acceptance Form in the project repository.
5) **Stakeholders Receive Notification**
   PM/IPT notifies stakeholders of acceptance or rejection of the increment. The stakeholders include but are not limited too; OOR, ITRM, ESPPP, and the Business Sponsor. If the Release Manager and/or Customer do not accept the delivery of the increment, the project has missed the milestone and receives a “strike” (“3 strikes rule”).

B.5 Monthly Project Reporting Process

This process is in support of Section 1.1. The current reporting process focuses on monthly information. All OORs that execute PMAS projects are responsible for ensuring that PMs deliver project data in a timely manner. All projects under the purview of PMAS are subject to the monthly project reporting process.

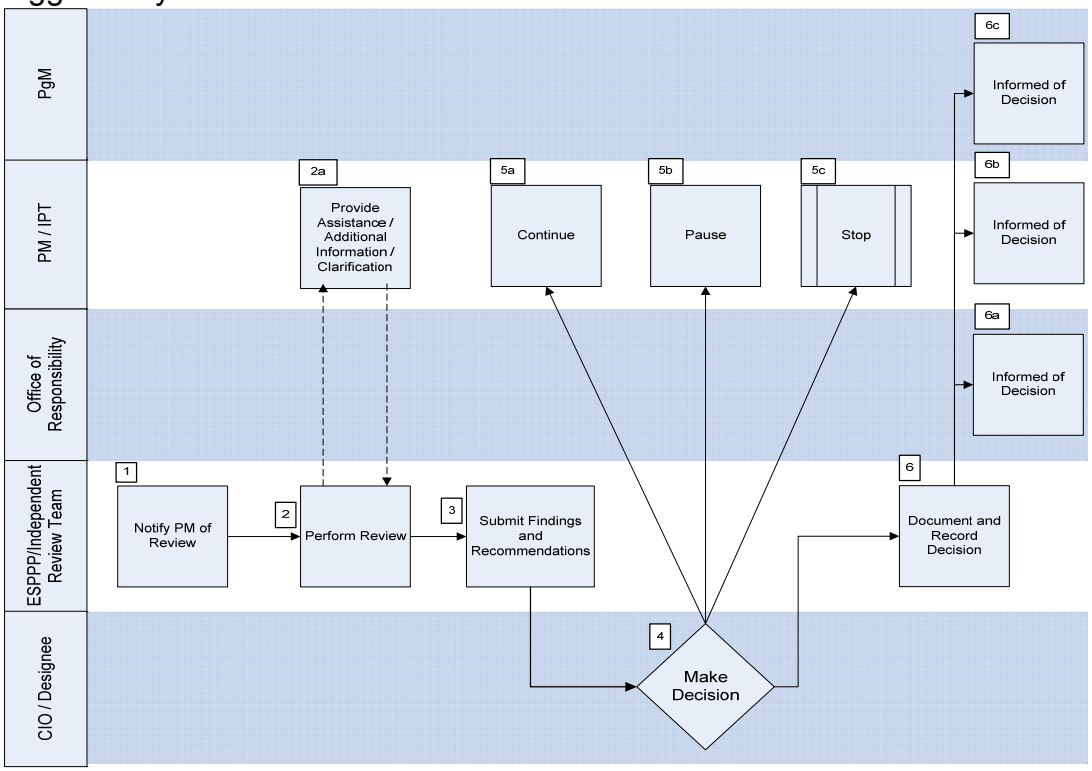


Project Reporting Process Flow Diagram

1) **PM Completes Monthly Performance Report Input**
   Each OOR provides a Data Call template to their PMs. Each PM completes the monthly report and returns it to the OOR.
2) **Office of Responsibility Aggregates Monthly Report**
   OOR collects and validates that all projects have reported. The OOR works with PMs to obtain any missing data. When all data is available, the OOR submits the data for its office to OED (ESPPP in future). Note: The OOR is responsible for collecting all required data from its PMs – not OED/ESPPP.
3) **OED/ESPPP Generate and Distribute Monthly Report**
   OED (future ESPPP) generates the dashboard and distributes the report to OOR and QP&O. QP&O prepares the reports for CIO monthly binder.
4) **CIO Conducts MPR**
   CIO conducts the MPR meeting with the OORs. Projects with a missed deadline, cumulative three missed deadlines, multiple Red Flags, or open issues from independent reviews may be called to meet with the CIO or designee.

B.6 Independent Review Process

Independent reviews will be coordinated by ESPPP. This process starts when triggered by one of the events in Section 4.3.3.

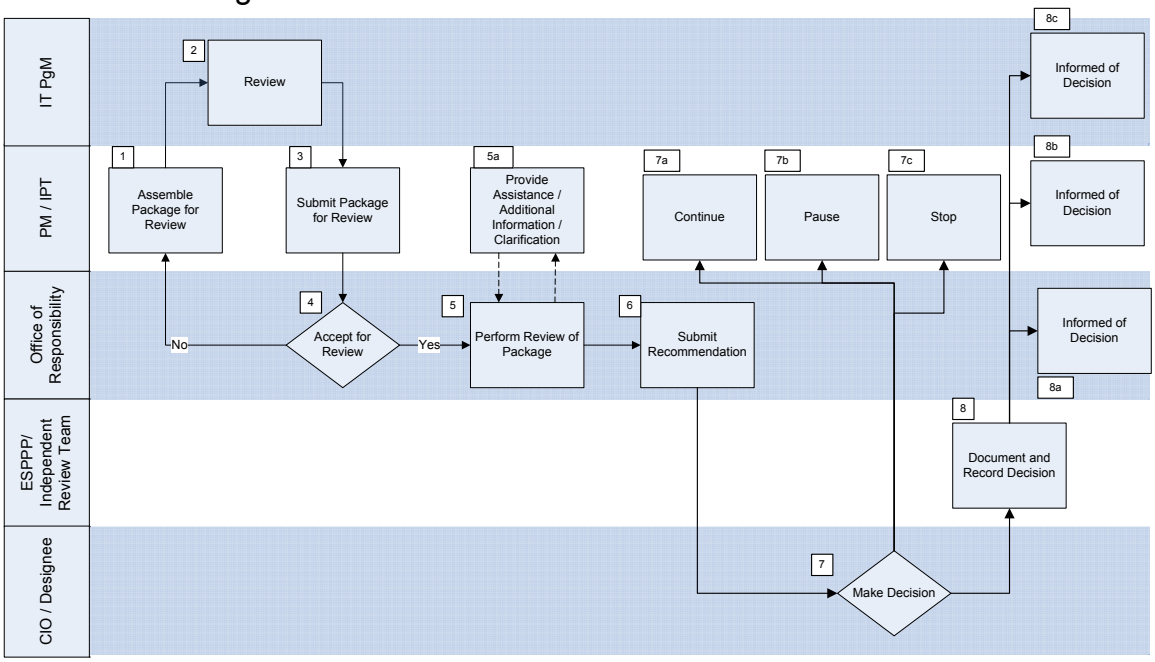


Independent Ad Hoc Review Process Flow Diagram

1) **Independent Review Team Notifies PM**
   Independent Review Team notifies PM of review occurring.
2) **Independent Review Team Performs Review**
   Independent Review Team conducts the review by accessing project-specific documents in the project repository. The Independent Review Team coordinates with the PM for any assistance, additional information, or clarification needed during the review.
3) **Independent Review Team Submits Findings/Recommendations**
   Independent Review Team prepares and submits findings and recommendations.
4) **CIO or Designee Makes Decision to Continue, Pause, or Stop Project**
   The CIO or Designee can direct the project to continue, pause or stop. If the project is to be stopped, proceed to B.8 Shutdown Process.
5) **PM/IPT Implements CIO/Designee Decision**
   The PM/IPT takes the action necessitated by the decision.
6) **Independent Review Team Documents Decision**
   The Independent Review Team records the decision of the CIO or Designee and informs the OOR, the IT PgM, the PM and the Business Sponsor (not shown on process flow). The independent review team provides a soft copy of the documented decision to the PM to be stored in the project repository.

B.7 Restart Process for Paused Projects

Projects will be considered for restart if in a paused state. Senior review will occur to determine if necessary changes have been made for the project to become active again.



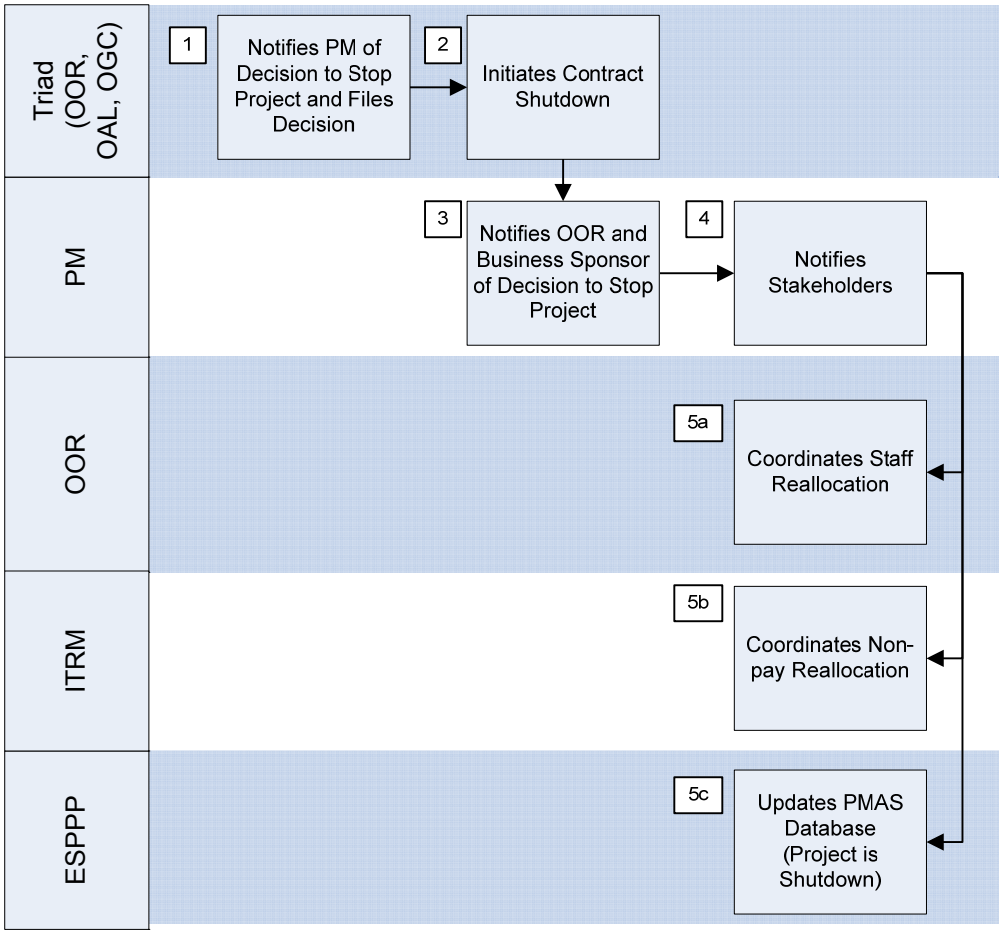
Restart Process for Paused Projects Flow Diagram

1) **PM/IPT Assembles Package for Review**
   PM/IPT creates/updates the required artifacts to provide evidence of revised project planning.
2) **IT PgM Reviews Project Package for Compliance**
   The IT PgM performs a review of the package created. The IT PgM provides feedback to the PM regarding the project's revised plan.
3) **PM/IPT Submits Package for Review**
   PM/IPT updates package per IT PgM's comments then submits the package to OOR for review. PM must submit the plan for restart within 60 days of the project pause decision. Failure to submit plan for restart within 60 days will cause project to be stopped.
4) **Office of Responsibility Accepts for Review**
   OOR DAS/DCIO, or designee, reviews the package submitted by the PM. If the DAS/DCIO determines the package is not ready for review, then return to Step 1. If the DAS/DCIO determines the package is ready for review, then proceed to Step 5.
5) **OOR Performs Review of Package**
   OOR reviews the revised plan. The OOR coordinates with the PM for any assistance, additional information, or clarification needed during the review.
6) **OOR Submits Recommendation**
   OOR prepares and submits findings and recommendations.

7) **CIO or Designee Makes Project Status Decision**
   The CIO or designee determines whether the project can be restarted, needs further planning or is to be stopped. If the project is to be stopped, proceed to B.8 Shutdown Process.
8) **ESPPP Records Decision**
   ESPPP records the decision of the CIO or designee and informs the OOR, the IT PgM, the PM and the Business Sponsor (not shown on process flow).

B.8 Shutdown Process

Projects in a “stop” state will initiate the Shutdown Process. During the process, projects can only obligate funds for shutting down. Starting point is that a project has been stopped.



Shutdown Process Flow Diagram

1) **Triad Notifies PM of Decision to Stop Project and Files Decision**
   Triad Notifies PM of decision to stop project and files decision.
2) **PM Initiates Contract Shutdown**
   PM initiates contract shutdown.
3) **PM Notifies OOR and Business Sponsor of Decision to Stop Project**
   PM notifies OOR and Business Sponsor of decision to stop project.
4) **PM Notifies Stakeholders**
   PM notifies stakeholders of decision to stop project. Stakeholders include but are not limited to the Contractor, the IPT, and the project staff.
5) **Responsible Offices Coordinate Closeout Activities**
   OOR coordinates staff reallocation.
   ITRM coordinates non-pay reallocation.
   ESPPP updates PMAS Database (project is shutdown).

APPENDIX C. Customer Acceptance Form Template

Project Name:

Project Number:

Project Manager:

Customer Organization:

Planned Increment Delivery Date:

Achieved Increment Delivery Date:

Project Manager Readiness:
I attest that all increment requirements have been met. I will retain this form in the project repository with approved signatures for a period of three years.

Name (Signed and Printed)

Title/Office/Date

Comments:

Release Manager Acceptance:

I attest that the IT infrastructure is in place or that infrastructure funding is allocated to support increment deployment.

☐ Yes ☐ No

_____

Name (Signed and Printed)

Title/Office/Date

_____

Comments:

Project Name:

Project Number:

Customer Acceptance:

I attest that I have accepted the delivery of new functionality by the named project as of this date. My organization will retain all evidence (as noted below) of my acceptance for a period of three years after project completion, or will forward all such evidence to_____ for retention by_____ date.

☐ Yes ☐ No

_____

Name (Signed and Printed)

_____

Title/Office/Date

_____

Comments:

Questions For Customer Response:

1. Will the new functionality delivered in this milestone be placed into production? Yes / No

   If yes, what is the planned production installation date (this is not a commitment)? _____
2. Was this release tested by your organization before acceptance? Yes / No
3. Were test plans, scripts, and activities documented and retained? Yes / No

   If yes, where is the evidence located? _____
4. Were test results documented and retained? Yes / No

   If yes, where is the evidence located? _____
5. Were requirements for this milestone documented and agreed to? Yes / No
6. Did the milestone release meet all agreed-to functionality? Yes / No